ANNUAL REPORT

CIVIL SERVICE COMMISSION

YEAR ENDED DECEMBER 31, 1989

ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION

OF THE

PROVINCE

OF

PRINCE EDWARD ISLAND

FOR

1989

90-05266/

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CIVIL SERVICE WORKFORCE

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The Honourable Lloyd G. MacPhail
Lieutenant Governor of Prince Edward Island

Dear Sir:

I have the honour to transmit the Annual Report of the Civil Service Commission of Prince Edward Island for the year ending December 31, 1989.

Respectfully submitted,

Gilbert R. Clements

Gilbert R. Clements
Minister Responsible
for the Civil Service Act

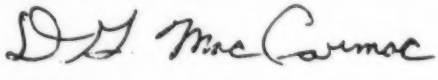
The Honourable Gilbert R. Clements
Minister Responsible for the Civil Service Act
Province of Prince Edward Island

Dear Sir:

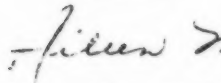
We have the honour to present to you the Annual Report of the Civil Service Commission for the year ending December 31, 1989. The report contains detailed information about the programs and activities undertaken by the Commission and its staff during the past year, as well as an analysis of the Civil Service workforce.

This report is submitted pursuant to section 4(1) (f) of the *Civil Service Act*.

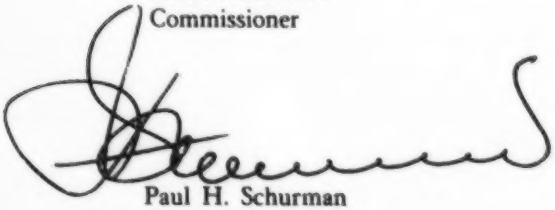
Respectfully submitted,



Don G. MacCormac
Chairman



Aileen MacLure
Commissioner



Paul H. Schurman
Commissioner

THE CIVIL SERVICE COMMISSION

The Civil Service Commission consists of a full-time Chairman and two part-time Commissioners appointed pursuant to the *Civil Service Act*. The Chairman is the Chief Executive Officer.

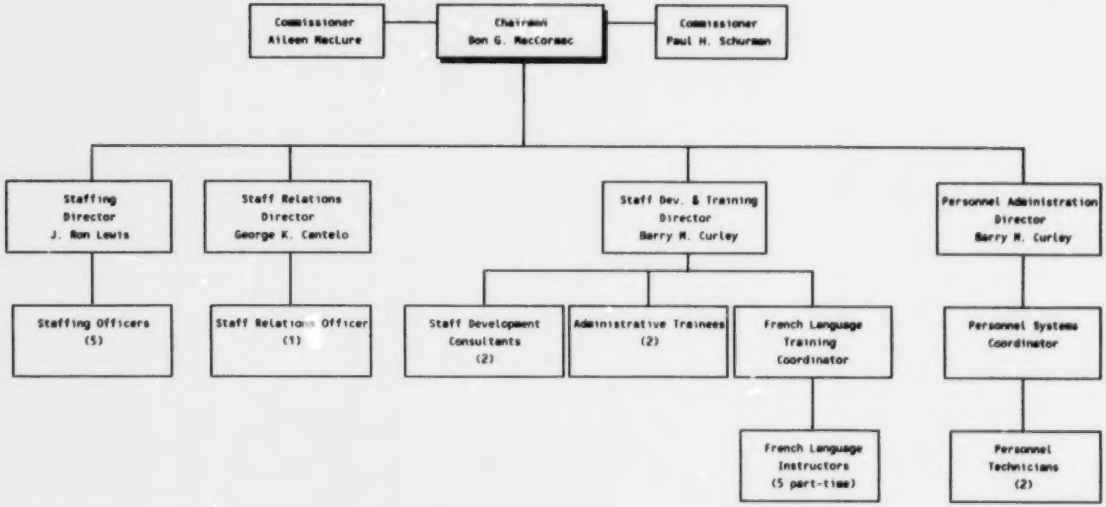
Through its staff of personnel specialists, the Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection, placement, transfer and promotion.)
2. Providing Training and Development programs for employees in the Civil Service.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees performing the same kind or level of work.
4. Ensuring the equitable treatment of employees by monitoring the interpretation and administration of the *Civil Service Act*, Regulations and Collective Agreement.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service, while affording employees an opportunity to obtain promotions and pursue a career within the civil service.

CIVIL SERVICE COMMISSION

Organization Chart



December 1989

CHAIRMAN'S REPORT

The mission of the Civil Service Commission is to provide leadership and service in human resource management. Programs and services are designed to acquire, develop and maintain a competent and motivated workforce for Government.

This Report highlights the major accomplishments and activities of 1989, as well as an analysis of the civil service workforce.

Highlights include:

* Executive Development Policy approved
* Major Study on Injury-on-Duty completed
* French Language Training offered
* Employee Assistance Program recommended
* Opportunities for The Disabled improved
* Pay Equity progressing
* Career Enhancement initiatives well received
* TOTS (Take Off The Summer) popular
* Bilingual Services increased

There are a number of strategic human resource issues which need to be addressed if Government is to have a well-managed and productive workforce. Some of the more significant include:

- need for an identifiable Management Group to look after the employer's interests
- a Wellness Program to promote employee health and safety
- increased Staff Development to help employees stay abreast of technological change
- career enhancement opportunities to prevent stagnation.

Through the dedication and efforts of a committed staff, the Commission is able to provide a high level of service to the public and to departments. I wish to express my sincere gratitude to all our employees for a job well done.

I would also like to thank my fellow Commissioners, Aileen MacLure and Paul H. Schurman for their support and assistance during their first year with the Commission.

D. G. MacCormac

Don G. MacCormac
Chairman

STATISTICS AT A GLANCE.....

	Full-Time	Part-Time	Total
Employees on payroll (Dec.31/89)			
Executive Division	45	-	45
Classified Division	2623	586	3209
Casual Division			
Temporary	644	42	686
Relief	293	48	341
Contract	50	-	50
TOTAL EMPLOYEES			4331
Appointments to Classified Positions			482
Separations			157
Turnover Rate			5%
Employee Transfers			61
Secondments			37
Temporary Assignments			57
Employees in Deferred Salary Plan			22
Employees on TOTS Program			113
Classification Reviews:			
a) By the Commission			370
b) By the Classification Appeal Board			19
Staff Development & Training:			
a) Participant Training Days			3633
b) In-Service Courses			244
Injury-On-Duty Claims			359

HIGHLIGHTS

EXECUTIVE DEVELOPMENT

While management development activities have been part of our Staff Development program for some time, a formal policy to guide the development of the Senior Management Group was lacking.

A recent analysis revealed that the Senior Managers are a relatively young and stable group - the average Director is 44 years of age and has 15 years of service. However, 55% of the group have had no work experience outside their own department; thus, a policy which encourages Rotations as well as Management Training opportunities was needed.

Executive Council authorized an Executive Development Policy in October which:

- recognizes that a critical ingredient in the effective delivery of service to citizens is the quality of its executive personnel;
- states that developing executives means preparing them as corporate resources whose talent and experience are an asset to the whole Government, and
- to encourage this development, Government supports:
  - the exchange of executives into work experiences which are motivational and meet individual and organizational needs; and,
  - the provision of meaningful learning experiences.

An Advisory Committee has been established to oversee the implementation of an Executive Development program based on the approved policy.

INJURY ON DUTY

Recent Annual Reports commented on the escalating number and costs of injuries to employees. Between 1982 and 1988, injury on duty claims increased by 100%, days-lost increased by 300% and costs increased by more than 400%. The average length of a claim increased from 11 days to 19 days over the same period.

Because of concern generated by this trend, a major Study was conducted to determine the factors associated with the increase and recommend ways to reduce the number of work-related accidents.

All accidents in 1988, as well as personnel policies and administrative procedures were reviewed. Interviews were held with supervisors, Workers' Compensation Board employees, and the Occupational Health & Safety Division of the Department of Labour.

The major factors affecting the increase were:

- the lack of a governmental safety policy and program
- an alarmingly high rate of back injuries
- unsafe work practices and failure to adhere to employer policies
- a positive monetary incentive to draw W.C.B. benefits
- an unprecedented number of environmental illnesses.

Other contributing factors:

- no central unit responsible for investigating accidents and implementing preventive measures.
- accidents not always investigated by the supervisor.
- many individuals involved in the claim process are unaware of their responsibilities or give them low priority.

Recommendations contained in the Study are presently under consideration.

The Commission also presented a Brief to the Workers' Compensation Review Committee, outlining concerns and recommending ways in which WCB practices could be improved.

LONG TERM DISABILITY

Last year, the Commission carried out a major review of the utilization of the Long Term Disability benefit plan. This review, prompted by rapidly escalating premium costs, identified the significant reasons for the high costs, and recommended ways to improve the situation.

One recommendation called for improved rehabiliation efforts, and this has been implemented with a considerable degree of success. Through joint efforts by the Carrier and the Commission, 8 claimants returned to their former jobs or other work within the service and 11 have, or are in the process of, upgrading their skills by studying or on-the-job training.

The Joint Insurance Committee is now considering the Study's other recommendations in an effort to control costs while maintaining a reasonable benefit for employees who become disabled.

The number of claims continued to rise during 1989, and premiums for this benefit plan now approximate $2,500,000 annually.

WELLNESS

Employee Wellness Programs help employees maintain and improve their health and fitness levels by promoting physical fitness, nutrition, self-care, stress management and social supports.

Many organizations have implemented Wellness Programs and derived benefits to both the participants and the employer. For example, employees can benefit from weight loss, reduced tension and stress, less illness and disease, increased stamina and greater job satisfaction, while the organization experiences improved public image, decreased absenteeism and reduced incidence of work-related injury.

The Commission recognizes the benefits of Employee Wellness Programs and is investigating ways of using existing resources to provide wellness services to employees.

WOMEN IN THE CIVIL SERVICE

There has been little discernible change in the participation of female employees in the service over the past year. Women continue to hold 58% of all civil service positions, but remain concentrated in the Administrative Support category and under-represented in the Administrative and Technical categories (see Appendix 'F').

Female employees have been making slow but steady progress in reaching Administrative positions, as shown by the percentage of female employees in the Administrative category:

Year	%
1983	10.8%
1984	11.1%
1985	11.3%
1986	11.8%
1987	12.0%
1988	14.0%
1989	14.4%

Some improvement has also been noted in the ratio of Female to Male salaries among full-time employees:

	Average Salary			
Year	Male	Female	All Employees	Female Salary as % of Male
1984	$26,383	$20,318	n/a	77%
1985	$27,303	$21,338	$24,245	78%
1986	$28,683	$22,406	$25,412	78%
1987	$29,534	$23,108	$26,225	78.6%
1988	$30,667	$23,944	$27,156	78.1%
1989	$32,504	$25,714	$28,895	79.1%

Other positive trends noted were:

- twice as many females as males participated in Training and Development activities (see Appendix 'K');
- the majority of Temporary Work Assignments for career development purposes are being sought and obtained by female employees.

PART-TIME EMPLOYMENT

18% of all classified employees are employed on a part-time basis. However, part-time employment is much more prevalent among female staff:

	Males		Females		Total	
	#	%	#	%	#	%
Part-time	116	9%	470	25%	586	18%
Full-time	1227	91%	1396	75%	2623	82%
Total	1343		1866		3209	

AGING CIVIL SERVICE

While the median age of all employees remained at 40 during 1989, there is a discernible trend towards an older workforce. The percentage of employees in the younger age groups has been declining:

Year	Under Age 25	Under Age 35
1984	4.5%	35.8%
1985	3.6%	33.2%
1986	3.1%	31.5%
1987	2.2%	29.5%
1988	2.5%	29.8%
1989	2.0%	28.0%

One reason for this situation is that the average age of new hires in 1989 is 34 years. A positive aspect of this development is that new employees joining the civil service have considerable work experience to bring to their position.

EMPLOYMENT EQUITY FOR THE DISABLED

A desirable objective is to have the civil service representative of the population it serves. In an effort to achieve this, the Commission continues to place emphasis on improving the participation rate of persons with disabilities.

As noted in the Staffing Branch Report, 1989 saw significant increases in the recruitment and placement of qualified individuals with some form of disability.

In conjunction with the Department of Health and Social Services, 17 disabled recipients of social assistance were provided with training and work experience to equip them to qualify for employment.

CAREER ENHANCEMENT

Organizations can become stagnant when too many employees remain too long in one position; this situation is commonly referred to as "plateauing".

In an effort to revitalize our workforce, increased emphasis was placed on providing career enhancement opportunities for employees. A 6% increase in permanent or temporary job changes occurred this year through promotions, transfers, secondments and temporary assignments.

113 employees took advantage of the TOTS (Take Off The Summer) Program. This provides an opportunity for employees to take extra leave without pay during the summer months to spend time with their family or on other worthwhile activities.

BILINGUAL SERVICES

In support of the Government policy to enable Francophone residents to interact with Government in the French language, 20 bilingual positions have been staffed and 45 civil servants are engaged in conversational French language training.

Recruitment of Bilingual staff continues to be difficult because of a lack of qualified Bilingual candidates.

A Cooperation Agreement entered into between our Province and Quebec provides for the exchange of public servants on a temporary basis. The first exchange occurred in September when a Probation Officer from the Quebec Department of Justice came to P.E.I. to work as a Probation Officer in the Summerside office. His primary role is to provide service to the Francophone community.

Financial support from the Department of The Secretary of State was of great assistance in making Bilingual services available.

LONG SERVICE AWARDS

The 3rd Annual Long Service Awards Ceremony was held in October at Government House to recognize civil servants with 25 or 30 years of service.

Honourable Gilbert Clements, on behalf of Premier Ghiz, presented Certificates of Appreciation, and Lieutenant Governor Lloyd MacPhail presented long service pins. 4 employees received a gold pin for thirty years of service, and 13 employees received a silver pin for twenty-five years of service.

RETIREES HONOURED

The Third Annual Retiree Recognition Night was held in February. Premier Ghiz hosted a banquet for 112 retirees and their guests, and presented framed Certificates recognizing their many years of service to the people of Prince Edward Island.

STAFFING BRANCH

OVERVIEW

1989 concluded a decade which witnessed increased demand for staffing services. New programs to meet the changing needs of the government workforce, to provide career enhancement opportunities for employees, and to create a civil service which more equitably represents the population of the Province have been initiated.

It was an active year for the Staffing Branch. Interest in securing employment in the Civil Service continued to be high with over 8,000 applications received.

Branch staff worked closely with departmental personnel in the recruitment and selection of qualified and competent employees to fill position vacancies. 845 offers of employment were made during the year.

282 civil servants took advantage of career enhancement opportunities in 1989, including promotions, transfers, secondments and temporary assignments — a 6% increase over the previous year.

Staffing of bilingual positions continued with 20 positions filled.

Appointments under the Employment Opportunities for Persons with Disabilities program increased by 46% in 1989.

The Branch assumed responsibility for the recruitment and selection of Island residents wishing to enrol as police cadets at the Atlantic Police Academy. After extensive testing and interviewing of applicants, 5 candidates were recommended to the Academy.

"Exit Interviews" with employees who resigned from government positions were initiated. The feedback obtained is valuable to the employer and to the Staffing Branch in personnel planning and recruitment.

RECRUITMENT

257 competitions were advertised during 1989 with 65% open to the public. Of the 8,200 applications received, 71% were in response to advertised competitions while 29% were unsolicited.

Special recruitment measures were taken to obtain qualified applicants for "hard to fill" vacancies such as Social Workers, Speech Therapists, Occupational Therapists and Pharmacists. Measures included out-of-province advertising, on-campus visitation, and the reinstatement of a bursary program.

Branch staff addressed graduating classes of Nurses, Licensed Nursing Assistants, and Resident Care Workers to recruit qualified applicants for these high turnover categories.

SELECTION AND PLACEMENT

On average, 22 applications were received and 12 applicants interviewed for each of the 257 competitions.

Selection Committees normally consist of a Staffing Officer, who chairs the board, and departmental representative(s). Candidates are assessed against the position requirements through personal interviews and examinations where appropriate. Interviews and examinations are usually held in the geographic area in which the vacant position is located.

In 1989, examinations were administered in 75 of the 257 competitions. Tests in typing, general knowledge and shorthand are used for clerical/secretarial positions. Other types of written examinations are used for administrative and management positions.

5,468 candidates were invited to participate in selection examinations and/or oral interviews. Of the 3,373 candidates invited for oral interviews, 64% passed, 22% failed, and 14% did not appear or withdrew from the competition.

Candidates have the right to review the results of their interviews and examinations; many take advantage of this opportunity by discussing their results with a Staffing Officer.

During 1989, the Staffing Branch made 845 job offers, 58% of which were probationary or provisional appointments.

CAREER ENHANCEMENT OPPORTUNITIES

The civil service continues to be "static" with too many employees remaining too long in one position. To improve morale and productivity, efforts were made to revitalize the workforce by promoting more mobility. In 1989, the number of employees taking advantage of transfer, secondment, temporary assignment, and promotional opportunities increased by 6% over the previous year. (See Table 2).

Transfers

The Branch endeavors where possible to find suitable positions for employees who request a permanent change in job or work environment. This year, 70 requests for transfer were received and 61 transfers were arranged.

Temporary Assignments

Through the Temporary Assignment Program, employees may volunteer for a temporary job change as an opportunity to gain new experience and enhance job skills. Employees normally receive their regular salary while on assignment, the term of which may vary from three months to one year. 57 temporary assignments were processed - a 58% increase over 1988.

Secondments

37 secondments were arranged - a 60% increase over the previous year. A secondment is a temporary transfer of an individual for a specific period of time (usually one year) into another job. Secondments may be between departments or with outside organizations. Similar to Temporary Assignments, a secondment is intended to provide a learning experience for the employee; however, if a seconded employee is immediately qualified to carry out the principal responsibilities of the position, the employee may receive a salary as if he/she had been promoted.

STAFFING OF BILINGUAL POSITIONS

In 1989, 20 bilingual appointments were made — 9 were probationary and 11 were temporary positions.

75 candidates were interviewed in filling these vacancies, which included Social Workers, Public Health Nurse, Library Technician, Conservation Officer, French Language Instructors, Acadian Heritage Co-ordinator, Regional Service Centre Manager, Visiting Homemaker, as well as several positions within the Administrative Support category. The shortage of qualified bilingual candidates makes it difficult to fill many positions.

EMPLOYMENT EQUITY FOR THE DISABLED

Efforts to make Civil Service positions more accessible to qualified persons with disabilities were accelerated. During 1989, 142 individuals were interviewed and counselled regarding employment opportunities. 22 long-term temporary appointments and 4 probationary appointments were made.

In addition, funding through the Department of Health & Social Services enabled the Commission to provide 17 disabled recipients of social assistance

with classroom training and work experience, with long-term job placement as the objective. This program began in November 1987 and to date has involved 40 participants; 28 have been hired as temporaries by the department upon completion of their funded placement. Of the 28 temporary employees hired to date, 21 are still employed.

APPRECIATION

The Staffing Branch extends sincere thanks to all departmental staff involved in the staffing process in 1989. Through your support and cooperation, the Commission will be able to meet the challenge of acquiring and maintaining a competent civil service workforce.

TABLE 1

Staffing Branch Statistics
1989

Competitions:	
Open	168
In-Service	89
TOTAL	257
Applications Received	8,216
Applicants Interviewed	2,896
Applicants Qualifying in Selection Interviews	75%
Probationary Appointments	470
Provisional Appointments	12
Temporary Appointments	137
Relief Appointments	24
Contract Appointments	2
Bursaries	2
Temporary Assignments	57
Secondments	37
Transfers	61
Disabled, training appointments	17
Disabled, long term appointments	22
Disabled, probationary appointments	4
TOTAL PLACEMENTS	845
Refusals of Job Offers	74

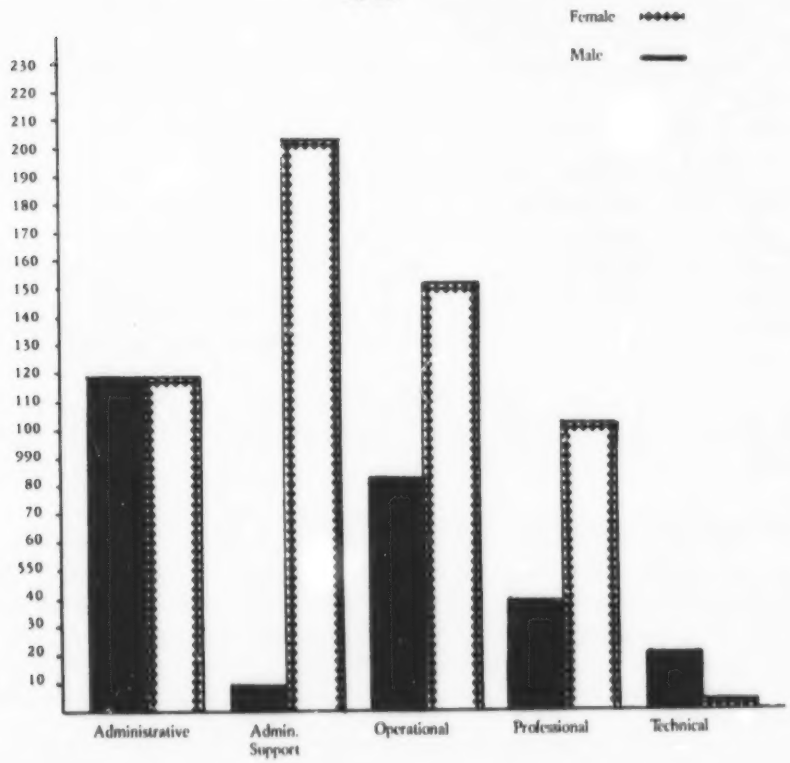
TABLE 2

Career Enhancement Opportunities
1986 - 1989

Year	Promotions	Transfers	Secondments	Temporary Assignments	Total
1989	127	61	37	57	282
1988	125	66	23	36	250
1987	162	23	27	47	259
1986	70	14	17	16	117

TABLE 3

Job Offers by Category & Gender
1989



STAFF RELATIONS BRANCH

CLASSIFICATION

It is a Commission responsibility to classify all positions, and to maintain a classification plan. This ensures that positions having similar duties and levels of responsibility are assigned to the same classification, so that compensation can be based on the relative value of the work performed.

While the Commission classifies positions, the rate of pay for the classification is determined through collective bargaining for unionized positions. The salary for excluded positions is set by Treasury Board on the recommendation of the Commission.

The Commission issued decisions on the classification level of 370 existing positions in 1989. Of these, 15 were downgraded to a lower classification, 254 were confirmed at their present level, and 101 were upgraded.

93 proposed new positions were classified prior to being submitted to Treasury Board for creation.

The Commission reviews the classification level of each vacant position before staffing takes place. The employer submits an updated job description, and the classification is verified prior to the position being filled. During the year, the classification level of 480 positions was verified before staffing action commenced.

The Commission is in the process of updating and rewriting the classification manual, which contains over 400 specifications. 126 specifications were reviewed and rewritten during 1989.

CLASSIFICATION APPEALS

The Civil Service Act Regulations provide for a Classification Appeal Board to hear appeals against decisions of the Commission regarding the classification of positions. Either the Deputy Head or the employee may appeal. The Board procedure is to hear evidence from the employee, the Deputy Head's representative, and the Commission. It then issues a decision which is binding on all parties.

During 1989, the Board heard 19 appeals - 7 of these were granted in favour of the appellant, and the Commission's decision was upheld in 12 appeals.

The Commission recognizes the valuable contribution which Board members make to the classification process. The civil service is indebted to the members of the Board who carry out this responsibility on a voluntary basis.

Classification Appeal Board

Chairman	Mr. Bruce White
Alternate Chairman	Mr. Steven McQuaid
Members	Mr. Dave MacPherson Ms. Diane Bradley
Alternate Members	Ms. Wendy Hughes Ms. Patricia Philips

COLLECTIVE BARGAINING

The collective agreement signed in 1988 between the Government and the Union of Public Sector Employees remained in effect during 1989. In accordance with that agreement, a 4.5% increase in pay levels was implemented on October 1, 1989.

PAY EQUITY

The Pay Equity Act in the Public Service was proclaimed on October 1st, 1988.

In accordance with that legislation, a review of civil service positions to determine their job worth has been initiated.

The process of identifying job classes having either a 60% male or a 60% female incumbency, and the selection of a gender neutral job evaluation system was completed during Phase 1 of the implementation process, i.e. by September, 1989.

The job evaluation system selected by Government and Union representatives was developed by Norman D. Willis & Associates Ltd. A joint Union-Government job evaluation committee is currently evaluating over 400 job classes to determine if female-dominated classes are under-valued.

The job evaluation phase is expected to be completed by March 31, 1990. Negotiations will then commence on implementing adjustments to the pay plan to correct any inequities.

Negotiations on the implementation of pay equity adjustments are to be completed by December 31, 1990.

STAFF DEVELOPMENT & TRAINING BRANCH

The Branch has a mandate to provide a full range of programs and services to foster the effective development and training of employees in all departments of the Civil Service.

OBJECTIVES

The major objectives of the Branch are:

- to provide development and training programs to meet the identified needs of employees and departments.
- to assist managers implement organizational change.

PROGRAMS

To reach these objectives, the Branch provides:

- staff training programs (in-service courses)
- consulting services on organizational development
- career planning services
- tuition reimbursement
- course subsidization
- educational leave
- public administration program (at UPEI)
- French language training
- computer literacy program
- sy/cl development program
- administrative trainee program

IN-SERVICE COURSES

Based on identified needs, a calendar of In-Service courses is developed each year. In 1989, 71 courses on a variety of topics were offered, and 977 employees participated in one or more of these - a 13% increase over last year. (see Appendix 'K')

DEPARTMENTAL TRAINING

Increased emphasis is being placed on providing or supporting training to meet the particular needs of specific departments. This year's efforts concentrated on Team Building, Time Management, Performance Appraisal and English Grammar. Over 2000 employees participated in one or more of the 173 learning events conducted or supported by the Branch.

In 1990, emphasis will be on the development of modular supervisory programs involving joint training efforts by Branch and departmental staff.

COURSE LEADERS

While Branch staff act as the resource person for the majority of training programs, employees of other departments assist by offering courses in their area of expertise.

The Branch provides training in instructional techniques and course design, as well as assistance with program development to these volunteer course leaders.

CONSULTING SERVICES

Considerable effort and resources are dedicated to providing consulting services on organizational development issues including: goal setting, role clarification, conflict resolution and dealing with change.

SECRETARIAL/CLERICAL DEVELOPMENT

Consultation and resources were provided to the Secretarial/Clerical Advisory Committee in support of their career development program. The 44 employees in the program have completed 200 in-service training days, 119 post secondary courses and 20 temporary assignments.

The objectives of the program are to assist participants to improve their job skills and prepare them to assume new responsibilities. A Certificate of Recognition is presented upon graduation; 15 new candidates enrolled in 1989.

ADMINISTRATIVE TRAINEE PROGRAM

The Administrative Trainee Program is an accelerated management development program. Over a two year period, the trainees work in a variety of assignments to complement their personal development plan and prepare them for a career in the civil service.

Participants are recent university graduates who are hired on the payroll of the Commission and loaned to departments. Trainees worked with line

departments and central agencies on special projects in "Accommodation Requirements", "Nutrition and Dietetic Manpower Needs", "Computer-Based Health Care Information Systems", etc.

A department may request the services of a trainee for a special project or for the replacement of regular staff where the assignment meets the career development plan of the trainee.

COMPUTER LITERACY PROGRAM

This is a joint effort between Computer Services Division and the Commission to assist senior managers develop computer skills.

35 managers participated in a program which combines classroom and practical training. Each participant is loaned a portable micro computer and printer for three months and receives classroom instruction. Six course offerings are now available each year.

FRENCH LANGUAGE TRAINING

The Commission, with financial assistance from the Secretary of State, developed and implemented a French Language Training Program for the Civil Service. The program is administered by a full time coordinator and staffed by five part time instructors offering courses at the introductory and intermediate levels in Charlottetown and Summerside. Forty-four students are participating in day and evening classes. In addition, special tutorial and self study training is available.

PUBLIC ADMINISTRATION PROGRAM

This multi-disciplinary program of studies offered through the Extension Department of the University of Prince Edward Island had 19 new applicants enroll in 1989. Currently, 114 employees are studying for either a Certificate or a Diploma.

5 employees received a Diploma in 1989.

EDUCATIONAL LEAVE

This program provides employees with a leave of absence and financial assistance to further their education at the graduate level. The employee's course of study must be consistent with the needs of the department. 3 employees were granted educational leave in 1989.

TUITION REIMBURSEMENT

Employees are reimbursed 60% of the tuition fee upon successful completion of courses taken on their own time, primarily at Holland College and UPEI. To be eligible for reimbursement, the course must be job-related or part of the Public Administration Program.

COURSE SUBSIDIZATION

This program provides financial support for courses of less than six weeks duration conducted by outside agencies. To qualify, the training must be job-related and approved by the employee's department and the Branch.

PERSONNEL ADMINISTRATION BRANCH

The mandate of the Branch is to ensure that employees are treated fairly and equitably. This is achieved by a centralized review of administrative activities covered by provisions of the *Civil Service Act*, Regulations, and Collective Agreement.

FUNCTIONS

The major functions of the Branch are to:

- monitor personnel activities of departments and agencies to ensure compliance with policy;
- develop personnel policies; and
- provide assistance and advice on personnel matters.

These functions are carried out by:

- monitoring the personnel and payroll systems;
- operating the human resource information system;
- maintaining the personnel administration manual;
- providing advice to managers on personnel matters; and
- counselling employees on problems that affect work performance.

EMPLOYEE BENEFITS PLANS

The Branch is continuing its efforts to assist in the identification of remedies to the escalating costs of employee benefits, especially Long Term Disability, Workers' Compensation and Sick Leave.

INJURY ON DUTY

The Branch monitors the Workers' Compensation program for the Government as an employer. During 1989, 359 claims for injury on duty were approved by the Workers' Compensation Board with a loss of 7728 days (See Appendix I). Although the number of claims did not increase, 14% more days were lost than in 1988.

The total cost of Workers' Compensation benefits for Government employees was $1,541,305 - an increase of 7.5% over 1988.

ALCOHOLISM REHABILITATION

The Commission is responsible for the administration of the Alcoholism Rehabilitation program which provides employees with an opportunity for treatment in relation to problem drinking, alcoholism or drug addiction. 11 employees were involved in the program in 1989.

EMPLOYEE ASSISTANCE PROGRAM

Employee Assistance Programs help employees deal with personal problems which may effect their job performance. In the last Annual Report, the need for such a program was identified as an issue requiring further attention. A joint committee of Commission and Union representatives was established to study the matter. The committee reviewed various programs and recommended that an Employee Assistance Program be established within the service.

A formal request for funding an Employee Assistance Program has been submitted.

DISCIPLINE

While discipline is the responsibility of the individual Deputy Head, the Commission monitors such action to ensure that it is administered consistently. During 1989 disciplinary action in the form of written reprimand occurred in 15 cases, 10 employees were suspended, and 6 employees were rejected during probation.

ESTABLISHMENT

The Branch maintains control over the established positions (created by Treasury Board) in the Civil Service. The Civil Service Establishment shown in Appendix 'A' shows the number and type of employees in each department and agency as of December 31, 1989.

PROFILE OF THE CLASSIFIED SERVICE

Appendices 'B' to 'H' provide an analysis of the classified service by various categories such as age, length of service, and salary. This information is used by the Commission to detect trends which might indicate the need for corrective action.

PAYROLL - PERSONNEL SYSTEM

As indicated in the 1988 report, the Branch participated in an inter-departmental committee to review options for a revised payroll-personnel

system. Although the study recommended the purchase of a new system, it later became evident this was not feasible due to the processing time required by the new system. The Commission is now participating in a project to upgrade the existing system.

The payroll-personnel system generates the Human Resource Information System which provides pertinent Human Resource data for use by the Commission and line managers.

EMPLOYEE PROFILES

The Branch updated all employee profiles this year. An employee profile is basically a mini-resume containing human resource information. The updated profiles will enable the Commission and departments to quickly obtain all current information on employees for use in a variety of personnel management applications.

OFFICE AUTOMATION

A Computer Application Plan for the Commission covering the period October 1989 to March 1991 was prepared. The plan identifies the major systems development and maintenance initiatives required to improve our level of service, to more effectively and efficiently manage the Commission's programs and services, and to meet increasing demands for services within a budget restraint environment. The plan was approved by the Computer Priorities Committee in October, and implementation commenced shortly thereafter.

CIVIL SERVICE ESTABLISHMENT

DEPT./AGENCY	EXEC. DIVISION	CLASSIFIED DIVISION						CASUAL DIVISION EMPLOYEES						TOTAL	
		EMPLOYEES			VACANT POSITIONS			TEMPORARY		RELIEF		CONTRACT	STUDENT	TOTAL	
	EMPLOYEES	F.T.	P.T.	TOTAL	F.T.	P.T.	TOTAL	F.T.	P.T.	F.T.	P.T.			CASUAL DIVISION	EMPLOYEES
Agriculture	1	118	20	138	15	6	21	38	4	10	0	7	0	59	198
Community & Cultural Affairs	1	80	12	92	2	2	4	10	0	3	0	3	0	16	109
Education	1	71	27	98	3	2	5	9	9	6	8	11	0	43	142
Energy & Forestry	1	52	1	53	3	0	3	31	0	3	0	2	1	37	91
Finance	2	153	0	153	12	0	12	26	1	2	0	0	0	29	184
Fisheries & Aquaculture	1	15	0	15	7	0	7	10	0	1	0	0	0	11	27
Health & Social Services	2	1008	419	1427	46	28	74	45	24	195	39	3	1	307	1736
Industry	1	34	0	34	3	0	3	0	0	2	0	1	0	3	38
Justice & Attorney General	1	239	39	278	7	11	18	9	3	39	0	1	0	52	331
Trans. & Public Works	2	447	56	503	31	8	39	346	0	21	0	4	0	371	876
Addiction Services (Central)	0	4	0	4	1	0	1	4	0	0	0	1	0	5	9
Auditor General	1	14	2	16	3	0	3	1	0	0	0	0	0	1	18
Civil Service Comm.	1	27	1	28	0	0	0	4	5	1	0	0	0	10	39
Energy Corporation (Central)	1	1	0	1	0	0	0	8	0	1	0	3	0	12	14
Executive Council	8	10	3	13	4	1	5	2	0	0	1	0	0	3	24
Hospital & Health Services Comm.	1	29	0	29	12	0	12	16	0	0	0	2	0	18	48
Housing Corporation	0	38	2	40	6	0	6	3	0	0	0	0	0	3	43
Land Development Corp.	1	10	2	12	0	0	0	2	0	0	0	0	0	2	15
Land Use Commission	1	1	0	1	0	0	0	0	0	0	0	0	0	0	2
Legislative Assembly	9	0	0	0	1	0	1	0	0	0	0	0	0	0	9
Lending Authority	1	17	0	17	1	0	1	0	0	0	0	0	0	0	18
Liquor Control Comm.	1	106	0	106	5	0	5	36	0	3	0	0	0	39	146
Labour	2	30	0	30	3	0	3	1	0	3	0	3	0	7	39
Public Utilities Comm.	1	9	0	9	4	0	4	0	0	0	0	0	0	0	10
Treasury Board	1	12	0	12	1	0	1	1	0	0	0	0	0	1	14
Workers' Compensation Bd.	1	13	0	13	2	0	2	0	0	0	0	0	0	0	14
Tourism & Parks	2	45	2	47	9	0	9	22	1	2	0	2	0	27	76
Environment	1	40	0	40	3	1	4	13	0	1	0	7	0	21	62
TOTAL	46	2623	586	3209	184	59	243	637	47	293	48	50	2	1077	4332
TOTAL This Date Last Year	51	2545	544	3089	228	80	308	705	46	336	60	57	6	1210	4350
Difference From Last Year	-5	78	42	120	-44	-21	-65	68	-1	-43	-12	-7	-4	-133	-18

APPENDIX "B"

AGE PROFILE
CLASSIFIED CIVIL SERVICE

AGE	MALE	FEMALE	TOTAL	%
Under 25	20	55	75	2%
25 - 29	88	215	303	10%
30 - 34	179	323	502	16%
35 - 39	268	383	651	20%
40 - 44	258	351	609	19%
45 - 49	176	203	379	12%
50 - 54	167	169	336	10%
55 - 59	117	116	233	7%
60 - 64	61	42	103	3%
Over 65	9	9	18	1%
TOTAL	1343	1866	3209	100%

MEDIAN AGE

Male Employees	Female Employees	All Employees
42	39	40

APPENDIX "C"

SALARY PROFILE
CLASSIFIED CIVIL SERVICE

SALARY*	Male	Percentage	Female	Percentage	Total**	%
Under $15,000	48	3%	411	22%	459***	14%
$15,000 - 19,999	99	7%	356	19%	455	14%
$20,000 - 24,999	345	26%	521	28%	866	27%
$25,000 - 29,999	229	17%	243	13%	472	15%
$30,000 - 34,999	170	13%	165	9%	335	10%
$35,000 - 39,999	158	12%	91	5%	249	8%
$40,000 - 44,999	104	8%	43	2%	147	5%
$45,000 and over	190	14%	36	2%	226	7%
TOTAL	1343		1866		3209	

* The salary figure is the employee's regular salary for time worked in the year.

** The number of employees shown includes both full-time and part-time employees.

*** All are part-time employees.

APPENDIX "D"

SALARY PROFILE
CLASSIFIED CIVIL SERVICE
FULL TIME EMPLOYEES

	Male	Percentage	Female	Percentage	Total	%
$15,000 - 19,999	98	8%	324	23%	422	16%
$20,000 - 24,999	314	26%	503	36%	817	31%
$25,000 - 29,999	213	18%	239	17%	452	17%
$30,000 - 34,999	162	13%	160	11%	322	12%
$35,000 - 39,999	149	12%	90	6%	239	9%
$40,000 - 44,999	104	8%	43	3%	147	6%
$45,000 and over	189	15%	35	3%	224	9%
TOTAL	1229		1394		2623	

APPENDIX "E"

LENGTH OF SERVICE PROFILE
CLASSIFIED EMPLOYEES

	Employees			
YEARS OF SERVICE	Male	Female	Total	% of Total
0 - 4	320	666	986	31%
5 - 9	265	424	689	21%
10 - 14	289	405	694	22%
15 - 19	277	250	527	16%
20 - 24	116	84	200	6%
25 - 29	43	23	66	2%
30 - 34	24	9	33	1%
35 plus	9	5	14	0.4%
TOTAL	1343	1866	3209	100.0%

MEDIAN LENGTH OF SERVICE

Male Employees	Female Employees	Overall
11 years	8 years	9 years

APPENDIX "F"

EMPLOYMENT BY JOB CATEGORY AND GENDER
CLASSIFIED CIVIL SERVICE

CATEGORY	EMPLOYEES			
	Number		Percentage	
	MALE	FEMALE	MALE	FEMALE
Administrative	419	268	31%	14%
Administrative Support	40	463	3%	25%
Operational	562	762	42%	41%
Professional	149	332	11%	18%
Technical	173	41	13%	2%
TOTAL	1343	1866	100%	100%

SEPARATIONS BY JOB CATEGORY AND GENDER

CLASSIFIED CIVIL SERVICE

CATEGORY	Retirements		Resignations		Lay-Offs		Rejections*		Deaths		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Administrative	4	1	14	15	1	1	0	0	1	0	20	17
Administrative Support	1	1	1	8	1	1	1	1	0	0	4	11
Operational	7	0	10	35	7	13	2	1	2	1	28	50
Professional	0	2	6	17	0	0	0	1	0	0	6	20
Technical	0	0	0	0	1	0	0	0	0	0	1	0
TOTAL	12	4	31	75	10	15	3	3	3	1	59	98

* Employees rejected during probationary period.

APPENDIX "H"

GENDER PROFILE BY DEPARTMENT/AGENCY

CLASSIFIED CIVIL SERVICE

DEPARTMENT/AGENCY	MALE	%	FEMALE	%	TOTAL
Agriculture	81	59%	57	41%	138
Community & Cultural Affairs	48	52%	44	48%	92
Education	27	28%	71	72%	98
Energy & Forestry	39	74%	14	26%	53
Environment	29	73%	11	27%	40
Finance	82	54%	71	46%	153
Fisheries	10	67%	5	33%	15
Labour	15	50%	15	50%	30
Health & Social Services	220	15%	1,207	85%	1,427
Industry	22	65%	12	35%	34
Justice & Attorney General	164	59%	114	41%	278
Tourism & Parks	27	57%	20	43%	47
Transportation & Public Works	409	81%	94	19%	503
Addiction Services (Central)	2	50%	2	50%	4
Auditor General's Office	8	50%	8	50%	16
Civil Service Commission	6	21%	22	79%	28
Energy Corporation (Central)	0	0%	1	100%	1
Executive Council	3	23%	10	76%	13
Hospital & Health Services Commissions	8	28%	21	72%	29
Housing Corporation	25	63%	15	37%	40
Land Development Corporation	9	75%	3	25%	12
Land Use Commission	0	0%	1	100%	1
Lending Authority	11	65%	6	35%	17
Liquor Control Commission	82	77%	24	23%	106
Public Utilities Commission	4	44%	5	56%	9
Treasury Board	6	50%	6	50%	12
Workers' Compensation Board	6	46%	7	54%	13
TOTAL	1,343	42%	1,866	58%	3,209

APPENDIX "I"

WORKERS' COMPENSATION STATISTICS
January 1, 1989 to December 31, 1989

INJURY-ON-DUTY CLAIMS

DEPARTMENT	Claims	Days Claimed
Addiction Services	3	97
Agriculture	3	39
Community & Cultural Affairs	1	35
Energy Corporation	17	117
Energy & Forestry	20	334
Finance	3	61
Health & Social Services	177	4,100
Justice	13	242
Liquor Control Commission	11	176
Lending Authority	1	2
Tourism & Parks	6	43
Transportation & Public Works	103	2,477
Workers' Compensation Board	1	3
TOTAL	359	7,728

COSTS

Administration	$ 151,129.53
Compensation	178,559.68
Injury on Duty	561,737.32
Lump Sum Payments	126,673.13
Medical Aid	247,419.97
Pension	275,785.36
TOTAL	$1,541,304.99

LENGTH OF CLAIMS

Number of Days Claimed	Number of Claims
1	37
2	28
3	34
4	34
5	23
6-9	53
10-19	55
20-49	55
50-99	30
100+	10
TOTAL	359

COST OF CLAIMS

Cost	Number of Claims
$ 0 - $ 99	32
$ 100 - $ 199	37
$ 200 - $ 299	45
$ 300 - $ 399	35
$ 400 - $ 499	27
$ 500 - $ 999	64
$1,000 - $1,999	41
$2,000 - $2,999	26
$3,000 - $3,999	12
$4,000+	40
TOTAL	359

APPENDIX "J"

TRAINING SUMMARY 1989

DEPARTMENT/AGENCY	NUMBER OF EMPLOYEES	
	In-Service Training	Tuition Reimbursement/ Course Subsidy
Tourism & Parks	28	-
Agriculture	70	1
Civil Service Commission	21	25
C&CA/Housing/Environment	68	21
Education	41	1
Energy & Forestry	30	1
Transportation & Public Works	58	4
Executive Council Office	2	-
Finance	70	75
Fisheries & Aquaculture	16	-
Health & Social Services	258	301
Hospital & Health Services Commission	10	2
Industry	43	17
Justice	144	34
Treasury Board	5	1
Labour	19	1
Lending Authority	5	-
Liquor Control Commission	8	1
Museum & Heritage Foundation	5	-
Other	76	-
TOTAL	977	485

APPENDIX "K"

IN-SERVICE TRAINING PROGRAMS

PROGRAM	No. of Courses	No. of Participants		Days of Duration	Training Days
		Male	Female		
English Grammar Review	3	3	41	3.5	154
Preparing For The Job Interview	2	7	24	1	31
Coping With Stress	6	33	72	1	105
Computer Concepts	2	7	27	2	68
Employee Benefit Plans	1	1	20	1	21
Orientation To Government	8	33	77	1	110
Discipline	1	7	7	.5	7
Supervision	1	9	7	3	48
Facilitating Small Groups	1	5	13	2	36
New Supervisor	3	13	30	3	129
CPR First-Aid	2	22	4	2	52
CPR	1	4	7	.5	5
Organizational Management	1	19	4	3	69
Effective Letters	4	14	50	1	64
Preparing For Retirement	2	18	17	2	70
Dealing With The Public	2	10	20	1	30
Creative Problem Solving	2	12	20	2	64
Developing Policies & Proposals	1	12	13	1	25
Assertiveness Skills	2	12	19	1	31
Group Dynamics	1	3	8	2	22
Employment Interviewing	2	14	12	2	52
Effective Delegation	1	5	7	2	24
Financial Info System	2	8	34	1	42
Sexual Harassment Policy	2	8	16	1	24
Creative Management	2	11	10	2	42
Team of Two	1	5	5	1	10
Effective Communication	1	11	1	1	12
Performance Appraisal: Interviewing	1	6	9	2	30
Personnel Administration	1	3	12	1	15
Media Workshop	3	13	8	1.5	32
Personal Development	1	-	14	1	14
Role Of Admin Support	1	1	15	1	16
Training Your Staff	1	5	5	2	20
Effective Writing	1	8	8	2	32
Effective Meetings	1	6	6	2	24
Developing & Presenting Workshops	1	6	6	3	36
Understanding Families	1	4	10	1	14
Human Relations	1	7	4	3	33
Teamwork	1	5	5	.5	5
TOTAL	71	335	642		1618

APPENDIX "L"

CIVIL SERVICE RETIREES
The following employees retired on pension during 1989

EMPLOYEE	DEPARTMENT	YEARS OF SERVICE
Arsenault, Frank	Transportation & Public Works	12
Bears, Marina	Justice	16
Brown, Nelson	Transportation & Public Works	22
Campbell, Charles E.	Finance	20
Dawson, Clifford	Transportation & Public Works	11
Doyle, Allan	Finance	37
Hughes, Owen	Transportation & Public Works	23
Kelly, Sr. Margaret	Education	14
MacLean, Stanley	Health & Social Services	10
MacLeod, Marion	Hospital & Health Services Commission	30
MacMillan, Shirley	Health & Social Services	12
Mitchell, Frederick	Transportation & Public Works	14
Mair, James B.	Health & Social Services	15
Peterson, James	Health & Social Services	18
Smith, Georgie	Health & Social Services	13
Ward, James	Tourism & Parks	23
Webster, Dennis	Industry	25

DECEASED

The Commission recognizes the service and contribution of the following employees who died in 1989. We join their fellow employees in extending our sympathy to their families:

Compton, Stephen	-	Transportation & Public Works
Gallant, Joseph	-	Transportation & Public Works
Heartz, Bernice	-	Health & Social Services
MacLean, Gordon	-	Transportation & Public Works